

11-2748

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DD/A Registry
77-1703

9 AUG 1977

DD/A Registry
File *Greenman 12*

MEMORANDUM FOR: Acting Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Review of Personnel Evaluation Board Cases

REFERENCE : My Memo, dtd 10 Aug 77, Same Subject

1. I have recently met with your senior representatives to discuss our next course of action relative to paragraph 4 of reference memorandum.

2. There was a general consensus that little would be gained by each Career Service making a list of every known malcontent. Therefore, in order to comply with the DCI's stated intent in his memo to you, dated 19 July 1977, the thrust for action will be for supervisors at all levels to be alert to cases in which there are suitability factors which could possibly lead to Moore-type situations. Then, as the Director indicated in his 19 July memo, the PEB can "render assistance to operating officials" who are uncertain as to the necessary action to be taken in such cases. The group recognized that a periodic review of each employee is made during the Career Service ranking exercises and it may be possible to identify problem cases through this mechanism. However, nothing takes the place of the day-to-day observations of supervisors who, in turn, have the responsibility to refer cases with questionable suitability factors through their chain of command to you and then, if you deem it necessary, to the PEB for further review and assistance.

Passed to Office Director 9/9/77

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3. It is requested that you bring to my attention on a current basis any case with overtones of employee suitability sufficiently disturbing to require consideration or assistance of the PEB.

[REDACTED]

F. W. M. Janney

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77-4495

MEMO TO BE
REPLACED

10 AUG 1977

MEMORANDUM FOR: Acting Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Review of Personnel Evaluation Board Cases

REFERENCE : Memo from DCI to Deputy Directors and
Chairman, E. Career Service, dtd 19 Jul 77,
re Personnel Evaluation Board

1. In our staff paper to the Director on the role to be played by the Personnel Evaluation Board, we indicated that we would initiate a study of all PEB cases for the last five years to identify and review again those individuals, subject of the PEB discussion, who are still employed.

2. In response to our paper, the Director noted that we should ensure that our review of past cases also include "... all possible cases of general discontent, frequent shifting of jobs, disagreements with supervisors, etc., as with [REDACTED]"

25X1A

3. Our review of PEB cases has been concluded. During the course of our discussion of these cases, we informed the representative of your office who attended the meetings of the additional requirement imposed by the Director. This memorandum now formalizes that requirement.

4. While we recognize that a review of the type now required will take some time, it is important that we proceed as quickly as possible. Therefore, we would very much appreciate your expediting your review. Once we receive your report, we will conduct a preliminary assessment and, where necessary, will convene the Personnel Evaluation Board for discussion.

[REDACTED]
F. W. M. Janney

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Att:
Ref memo

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ER 77-1531/5

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19 JUL 1977

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service

FROM : Stansfield Turner
Director of Central Intelligence

SUBJECT : Personnel Evaluation Board

25X1A 1. Attached is a copy of my memorandum to the Deputy Director for Administration relating to one aspect of the [REDACTED] case. In response, the Deputy Director for Administration has advised me of the existence of the Personnel Evaluation Board; how it has operated as an ad hoc entity in one form or another for the last 23 years; its purpose; and its activity. He has recommended, and I have approved, establishing the Personnel Evaluation Board as a formal entity for the purpose of receiving, reviewing and discussing problem cases which involve questions of employee suitability.

2. I urge each of you to bring to the attention of your component directors and supervisors the vital importance I attach to ensuring that Agency employees continue to deserve to remain in our employment. Serving our country by working for the Central Intelligence Agency is a great privilege, and all but a relatively few of our Agency employees continue to earn this trust by demonstrating their serious understanding of the importance of our work. It is those remaining few cases that concern me where, by personal conduct, attitudes and performance, suitability for continued employment is clearly placed in question. I believe that the Personnel Evaluation Board can continue to provide a useful service in determining a proper course for the disposition of these cases.

3. Although the Personnel Evaluation Board can continue to serve the Agency well, it must not be used to relieve supervisors of their responsibility for the proper management of personnel under their command. The Board is not a substitute for the obligation of a supervisor to initiate appropriate action when the facts at hand suggest a clear course of action.

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As in the past, the PEB can render effective assistance to operating officials who are uncertain as to the meaning of implications of the situation at hand or as to the action that should be taken.

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STANSFIELD TURNER

Attachment

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17-15371

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1 JUN 1977

MEMORANDUM FOR: Deputy Director for Administration
FROM: Director of Central Intelligence
SUBJECT: Personnel Management System

25X1A 1. One message that comes out of my review of the "Security Study on the [REDACTED] Case" is the following quotation from page 36:

"It is our considered opinion that the [REDACTED] Case actually impacts as much on the Agency personnel management system as the security system. [REDACTED] was identified in 1959 as being ill-suited for an Agency career and yet it was not until 1973 that he finally left the Agency. When he did leave it was at his own request and not due to a selection out process."

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25X1A 2. I would like you to advise me what system you will set up at this time to review all the potential [REDACTED] Cases we now have on board. I do not know precisely in our system how marginal performers such as [REDACTED] show up. But I would like you to establish a procedure for identifying such persons and processing them for dismissal.

25X1A

3. Please note that with respect to the comments on page 53 about exercising the Director's authority for dismissing personnel, I do not at all concur with the tone set with the point made there that Directors need be so cautious in exercising this authority that one must build up a legally supportable record. I have no hesitancy to use this legal device to eliminate security risks and problem causes for our Agency. Our mission is too sensitive and too delicate to do otherwise. At the same time I will be rigorously fair and thorough in reviewing any cases that come to me. If there is any question in my mind as to the trustworthiness of the employee for security, I will err on the side of protecting our Government.

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STANSFIELD TURNER

cc: DDCI

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